

## BE903: The Lean Leadership Series

### Toyota Kata: Creating a Culture of Continuous Improvement and Learning

#### May 6. Portland State University, Center for Executive & Professional Education

Kata is a Japanese word that means “practice.” This workshop will focus on the *improvement kata*, a practice for rapid small tests of change, *coaching kata*, a routine for leaders to develop the improvement skills of others, and *leadership adaptive skills*, a way for leaders to serve the various needs and skill levels of the people they are coaching. You will have the opportunity to practice these routines and skills in a simulation. Combined they comprise a the methodology to create a culture of daily continuous improvement.

The workshop will conclude with an examination of how a leader can use these skills in every situation – from coaching first-time problem solvers to helping veteran lean practitioners.

The improvement kata is a five-step sequence (the DNA of improvement) for managing improvement in teams or one-on-one. Practicing it helps every person get better at overcoming obstacles and making changes.

The coaching kata is a set of teaching skills. It is a coaching pattern that helps leaders teach improvement thinking and action.

As the old saying goes, this workshop *will not give you a fish, it will teach you how to fish*. It is not about lean solutions to problems. It is about building sustainable skills so that you can create an improvement culture.

#### What you will cover

- Overview of Improvement & Coaching Kata
- Improvement Kata Model
  - Understanding the direction: How to define what you expect to happen”
  - The PDSA Model and details of how to use it
- Coaching Kata Model
  - Demonstration
  - Practice in conjunction with PDSA cycles
- Leadership Adaptive Skills (Situational Leadership)
  - Leadership Styles Inventory & how it applies to coaching kata
  - The readiness Factor in coaching kata
  - Coaching tips
- Practical Aspects for Implementing Toyota Kata
  - Review of best practices
- Taking It Back Home
  - Create a plan to go forward

## Instructors

### **Tom Fabrizio**



**Tom Fabrizio**, president and founder of Lean Manufacturing Tools, LLC and a founding member of the Northwest Center for Performance Excellence (NWCPE), has been teaching leadership, team development, and Just-In-Time systems for over 25 years. He received his original Lean training from first-generation experts, including Dr. Shigeo Shingo (co-architect of The Toyota Production System), Hiroyuki Hirano (author and noted JIT expert), Dr. Ryuji Fukuda (member of The Sigma Project in Japan and winner of the Deming Prize), and TPM experts from Japan Institute of Plant Maintenance. Mr. Fabrizio holds an undergraduate engineering degree, a MEd, and a law degree. He has authored several books and training programs about Lean

### **Susan Martin**



**Susan Martin** has been a senior consultant with Metaskills Consulting for the past ten years. Susan provides evaluation of individual and group personality profiles for potential employment or development opportunities and is responsible for many consulting projects. She earned her certification in the administration and interpretation of the Hogan Assessment Systems in 2004.

Susan has a Master of Science in Communication from Portland State University and many years corporate experience providing clients with background theory and hands-on business experience necessary to address current business issues.

Susan has a private coaching practice based in Portland, Oregon where she lives with her family.